

Administrative Procedure

CPCC-PRO-WKM-14047

PRC-PRO-WKM-14047

Pre-Job Briefings and Post-Job Reviews

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Technical Authority: Young, Michael

Alternate Technical Authority: Kelly, Krista

Functional Manager: Ferguson, Randy

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- Central Plateau Surveillance and Maintenance :
Excluded from USQ
Exclusion Reason:
N/A per CPCC-PRO-NS-53097 Table 1
- 100 K Facility :
Excluded from USQ
Exclusion Reason:
N/A per CPCC-PRO-NS-53097 Table 1
- Canister Storage Building/Interim Storage Area :
Excluded from USQ
Exclusion Reason:
N/A per CPCC-PRO-NS-53097 Table 1
- Plutonium Finishing Plant :
Excluded from USQ
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N/A per CPCC-PRO-NS-53097 Table 1
- Solid Waste Operations Complex :
Excluded from USQ
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N/A per CPCC-PRO-NS-53097 Table 1
- Transportation :
Excluded from USQ
Exclusion Reason:
N/A per CPCC-PRO-NS-53097 Table 1
- Waste Encapsulation Storage Facility :
Excluded from USQ
Exclusion Reason:
N/A per CPCC-PRO-NS-53097 Table 1
- 324 Facility :
Excluded from USQ
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- PFP Ancillary Structures :
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Change Summary

Description of Change

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Pre-Job Briefings and Post-Job Reviews**Published Date: 09/20/21****PRC-PRO-WKM-14047****Effective Date: 09/20/21****1.0 INTRODUCTION**

This procedure provides direction and expectations for the performance of Pre-Job Briefings and Post-Job Reviews.

1.1 Purpose

This document provides a standard approach to Pre-Job Briefings and Post-Job Reviews for work activities conducted within the Central Plateau Cleanup Company (CPCCo).

1.2 Scope

This Level 2 procedure defines the process to be followed by CPCCo Team employees performing CPCCo scope of work when that work falls into the designation of field work. This document implements portions of DOE O 226.1A, *Implementation of Department of Energy Oversight Policy*.

Field work is expected to begin with a Pre-Job Briefing for the purpose of communicating essential information about the work between the assigned workers and task Field Work Supervisor (FWS). Pre-Job Briefings are a key element of successful implementation of an Integrated Safety Management System (ISMS)/Environmental Management System (EMS) at the activity level. Post-Job Reviews are a core function of feedback and continuous improvement, which is a fundamental element of ISMS/EMS.

1.3 Applicability

This procedure applies to work performed under the CPCCo contract.

1.4 Implementation

This document is effective upon publication.

2.0 RESPONSIBILITIES

- Facility/Project – Designates individuals to supervise field work for CPCCo and ensures those individuals receive appropriate training.
- FWS – To supervise work teams to ensure safe and compliant performance of field work.

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3.0 PROCESS

3.1 Pre-Job Briefings

Pre-Job Briefings are essential to provide task specific information to the workers. The two levels of detail and formality associated with Pre-Job Briefings are informal for skill-based work and formal for beyond skill-based work or work which contains a hold point. For work that continues past one shift, a new briefing is required when there are changes to personnel or the work activity being performed. Projects may also develop a tailored Pre-Job Briefing addendum form, which would contain project specific Pre-Job Briefing topics and information.

3.1.1 Informal Pre-Job Briefings

Informal Pre-Job Briefings do not require the use of a *Pre-Job Briefing Checklist* (Site Form A-6004-952), and there are no documentation requirements.

- NOTE:**
- *Tips & Practices on how to conduct an effective Pre-Job Briefing meeting are located on the Work Management website.*
 - *A pre-shift briefing, shift turnover, or discussion with a functional organization supervisor meets the intent of an informal Pre-Job Briefing and is sufficient to allow qualified personnel to perform their routine activities.*

Actionee	Step	Action
FWS	1.	ASSEMBLE attendees <u>AND</u> CONDUCT a briefing with the work team on the work instructions utilizing the topics listed below.
	a.	DISCUSS the “minimum required discussion topics” for informal Pre-Job Briefings identified below: <ul style="list-style-type: none"> • Scope of work to be performed • Individual work assignments/roles/responsibilities • Work place conditions/environment • Hazards and hazard controls, personal protective equipment (PPE)
	b.	VERIFY training and medical monitoring for the workers is up-to-date for the work scope.
	c.	DISCUSS PPE and other hazard controls that are not uniformly skill-based and could affect the workers (e.g., requirements for all workers to wear hard-toed shoes during hoisting and rigging activities).
	d.	DISCUSS any additional applicable topics (refer to Appendix A - “Pre-Job Briefing Topic List”).
FWS/Workers	e.	VERIFY that conditions in the field are as expected and confirm that the hazards and controls captured in the work instructions correctly reflect current conditions.

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Actionee	Step	Action
FWS	2.	<p>CONDUCT a new or additional briefing, Section 3.1.1, step 1, in the event:</p> <ul style="list-style-type: none"> Work scope or work site condition has changed from the original briefing. A change in facility or work area conditions has occurred that may affect the safety of the employees, the public, or the environment. Changes were made to hazards, controls, or permits associated with the work activity.
	3.	<p>CONDUCT an equivalent Pre-Job Briefing to new personnel assigned to the job after the original Pre-Job Briefing has been completed.</p> <ul style="list-style-type: none"> Workers added to perform short discrete tasks (e.g., Quality Assurance/Quality Control performing checks), who did not attend the team Pre-Job Briefing, should receive a Pre-Job Briefing, prior to their participation, tailored to their role, responsibilities, exposure hazards, controls, and PPE.

3.1.2 Formal Pre-Job Briefings

Actionee	Step	Action
FWS	1.	<p>PREPARE for the formal Pre-Job Briefing.</p> <ul style="list-style-type: none"> GATHER <u>AND</u> REVIEW the work instructions, Job Hazard Analysis (JHA) (i.e., JHA Checklist or Job Hazard Analysis/Activity Hazard Analysis for Subcontractors [JHA/AHA]), visual aids (e.g., floor plans, photographs, system drawings). PROVIDE workers the opportunity to review documentation (e.g., work instructions, procedures and permits), before the briefing begins, to understand their role for the work assignment.
	2.	<p>ASSEMBLE attendees <u>AND</u> CONDUCT a briefing with the work team on the written work instructions using the <i>Pre-Job Briefing Checklist</i> (Site Form A-6004-952).</p> <ul style="list-style-type: none"> LEAD an interactive discussion focusing on safety, efficiency, and coordination. ASK questions to confirm that all participants understand the task, roles, and responsibilities. RESOLVE questions and issues with team members prior to starting the work activity. USE Subject Matter Experts (SME), Planner, Responsible Manager (RM), or other persons as resources during the Pre-Job Briefing.

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Actionee	Step	Action
FWS		<ol style="list-style-type: none"> a. DISCUSS the following minimum required discussion topics: <ul style="list-style-type: none"> • Scope of work to be performed • Individual work assignments/roles/responsibilities • Work place conditions/environment • Hazards and hazard controls, PPE b. DISCUSS any additional applicable topics (refer to the Pre-Job Briefing Topics listed in Appendix A). c. DISCUSS topics that may be required by other procedures or programs. d. DISCUSS PPE and other hazard controls that are not uniformly skill-based and could affect the workers (e.g., requirements for all workers to wear hard-toed shoes during hoisting and rigging activities). e. VERIFY training and medical monitoring for the workers is up-to-date for the work scope. <ol style="list-style-type: none"> 3. ENSURE the <i>Pre-Job Briefing Checklist</i> (Site Form A-6004-952) is filled-out and discussed topics have been clearly marked. <ol style="list-style-type: none"> a. DOCUMENT any additional topics discussed in the Comments section of the <i>Pre-Job Briefing Checklist</i>. b. ENSURE all personnel provide names and HID numbers for the <i>Pre-Job Briefing Checklist</i> roster.
FWS/Workers		<ol style="list-style-type: none"> 4. CONDUCT a job-site walk down with the workers if the work team or FWS is unfamiliar with the work area of scope of work. 5. VERIFY that conditions in the field are as expected <u>AND</u> CONFIRM that the hazards and controls captured in the work instructions correctly reflect current conditions.
FWS		<ol style="list-style-type: none"> 6. CONDUCT a new or additional briefing, repeating Section 3.1.2, in the event: <ul style="list-style-type: none"> • Work scope or work site condition has changed from the original briefing. • A change in facility or work area conditions has occurred that may affect the safety of the employees, public, or the environment. • Changes were made to hazards, controls, or permits associated with the work activity.

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Actionee	Step	Action
FWS	7.	<p>CONDUCT an equivalent Pre-Job Briefing with new personnel assigned to the job after the original Pre-Job Briefing has been completed.</p> <ul style="list-style-type: none"> Workers added to perform short discrete tasks (for example, Quality Assurance/Quality Control performing checks) should receive a Pre-Job Briefing, prior to beginning work, tailored to their role, responsibilities, exposure hazards, controls, and PPE. DOCUMENT this briefing using the <i>Pre-Job Briefing Checklist</i> roster or in the work record.

3.1.3 Facility/Project Pre-Job Briefing Addendum

The *Pre-Job Briefing Checklist* (Site Form A-6004-952) is authorized for all CPCCo work. This core form will be used for Formal Pre-Job Briefings. The projects may develop their own Pre-Job Briefing addendum form which would contain project specific Pre-Job Briefing topics and information. Project Pre-Job Briefing addendum forms will be content controlled by the respective project and maintained in the Site Forms system. Both forms would then be used together when conducting formal Pre-Job Briefings, with the core *Pre-Job Briefing Checklist* always being used. Subcontractors are required to use the core *Pre-Job Briefing Checklist*, as a minimum, during formal Pre-Job Briefings for work authorized by CPCCo.

Actionee	Step	Action
Facility Work Control or Management	1.	<p><u>IF</u> a facility or project determines the need for additional facility specific Pre-Job Briefing discussion topics, <u>THEN</u> DEVELOP a customized <i>Pre-Job Briefing Checklist</i> addendum via the Site Forms process.</p>
	2.	<p>ENSURE the Pre-Job Briefing addendum form includes as a minimum the following items:</p> <ul style="list-style-type: none"> Facility/project name in the title Spaces for entry of the work package/procedure number Additional topics or information not on the <i>Pre-Job Briefing Checklist</i>
	3.	<p>NOTIFY the CPCCo Work Management Technical Authority when form is available.</p>

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3.2 Post-Job Reviews

Post-Job Reviews are an essential source of worker feedback, and provide the information necessary to drive continuous process improvements. Post-Job Reviews are used to discuss work performance, identify needed corrections, and communicate opportunities to improve the planning and safe execution of the work process. An Informal Post-Job Review is expected at the completion of all beyond skill-based work. The criterion for a Formal Post-Job Review is found in Section 3.2.2, "Formal Post-Job Review."

Based on the criteria in CPCC-00175, *Central Plateau Cleanup Company Radiological Control Manual*, and CPCC-PRO-RP-40109, *Radiological Work Planning*, a Post-Job As Low As Reasonably Achievable (ALARA) Review may be required. This review may be conducted with the Formal Post-Job Review or independently.

3.2.1 Informal Post-Job Review

Informal Post-Job Reviews are for beyond skill based work activities that do not meet the requirements for a formal Post-Job Review. Informal Post-Job Reviews do not require the use of a *Post-Job Review*, and there are no documentation requirements.

Actionee	Step	Action
FWS	1.	Upon completion of beyond skill-based work, SOLICIT feedback from the work team on opportunities for improvement, observed problems, or good practices.
	2.	ANNOTATE any identified feedback for retention by making a work record entry and marking it for feedback by checking the Feedback column.

3.2.2 Formal Post-Job Review

Actionee	Step	Action
NOTE : <i>A Post-Job Review can be performed at any time during a work evolution to capture issues, feedback, or lessons learned during ongoing work activities before the work is completed.</i>		
FWS	1.	CONSIDER conducting a formal Post-Job Review when:
		<ul style="list-style-type: none">• The activity is a first time performance of complex or high-risk work• The work team determines that significant positive or negative lessons learned could be gained by conducting a Post-Job Review• An unexpected condition/event occurred during performance of the work

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Actionee	Step	Action
FWS	2.	<p>CONDUCT a formal Post-Job Review meeting using the <i>Post-Job Review</i> (Site Form A-6007-912) based on the following criteria:</p> <ul style="list-style-type: none"> Event occurred during performance of the work that required an occurrence report per CPCC-PRO-EM-060, <i>Reporting Occurrences and Processing Operations Information</i>. Beryllium work when: <ul style="list-style-type: none"> Beryllium work activities resulted in airborne above action level, or First time performance of complex beryllium work, or A significant beryllium related issue was identified or repeat issues occurred. Radiological work when: <ul style="list-style-type: none"> Actual collective equivalent dose of 5 person-rem or greater, or Actual doses for a task are more than 25% higher or lower than pre-job estimates when estimates are at least 1000 person-mrem TED and/or 100 mrem TED per person for the task, <u>or</u> Use of the stop radiological work authority. The work team determines that significant positive or negative lessons learned could be gained by conducting a Post-Job Review Requested by work team or management.
	3.	ENSURE all Post-Job Review attendees are documented on the Post-Job Review roster.
FWS/Work Control Support Staff	4.	TRANSCRIBE any information from the Post-Job Review form into the JCS Post-Job Review.
	5.	<p>EVALUATE the results of the Post-Job Review.</p> <ul style="list-style-type: none"> DETERMINE the need for issuance of Lessons Learned. PROVIDE feedback on the disposition of any issues to the FWS/workers. SCREEN issues per CPCC-PRO-QA-052, <i>Issues Management</i>.

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<i>Actionee</i>	<i>Step</i>	<i>Action</i>
FWS/Work Control Support Staff	6.	<p>FORWARD copies of the completed <i>Post Job Review</i> form as follows:</p> <ul style="list-style-type: none">• Original copy placed in the work document, procedure history, or other approved retention file as appropriate• Send a copy of the completed form to the Work Management Technical Authority for both technical procedure and work document Post-Job Reviews.• Send a copy to the Procedure Technical Authority for technical procedure Post-Job Reviews.

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All records are required to be managed in accordance with CPCC-PRO-IRM-10588, *Records Management Processes*.

Records Capture Table

Name of Record	Submittal Responsibility	Retention Responsibility
<i>Pre-Job Briefing Checklist</i> (Site Form A-6004-952) and Pre-Job Briefing addendums	Facility/Project Designated Personnel	If associated with a work package, retained in the work package.
<i>Post Job-Review</i> (Site Form A-6007-912)	Facility/Project Designated Personnel	If associated with facility- approved procedures performed without a work package, facility retention in accordance with RIDS.

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6.0 SOURCES**6.1 Requirements**

10 CFR 851.20(a)(4), *Management Responsibilities and Worker Rights and Responsibilities*
29 CFR 1910.146, *Permit-Required Confined Spaces*
CPCC-00175, *Central Plateau Cleanup Company Radiological Control Manual*
CRD O 226.1A, *Implementation of Department of Energy Oversight Policy*
CRD O 433.1B (Supp), *Maintenance Management Program for DOE Nuclear Facilities*
DEAR 970.5223-1, *Integration of Environment, Safety, Health into Work Planning, Execution*
DOE M 231.1-2, CRD; *Environment, Safety and Health Reporting Manual*
DOE O 440.1A, CRD, items 10, 11, 12 & 18; *Worker Protection Management for DOE Federal and Contractor Facilities*
NFPA 70E-2009, *Article 110.7(G) Standard for Electrical Safety in the Workplace*

6.2 References

DOE-0342, *Hanford Site Chronic Beryllium Disease Prevention Program (CBDPP)*
DOE-0359, *Hanford Site Electrical Safety Program (HSESP)*
CPCC-MP-MS-40403, *Human Performance Management Plan*
CPCC-PRO-EM-060, *Reporting Occurrences and Processing Operations Information*
CPCC-PRO-IRM-10588, *Records Management Processes*
CPCC-PRO-MS-589, *Central Plateau Cleanup Company Procedures*
CPCC-PRO-RP-40109, *Radiological Work Planning*
CPCCo WORK CONTROL website (Tips & Practices for Leading an Effective Pre-Job Meeting)

6.3 Bases

DOE O 422.1, *Conduct of Operations Requirements*
CPCC-MP-MN-40443, *Nuclear Maintenance Management Program (NMMP) Description Document*
CPCC-PRO-EM-058, *Event Initial Investigation and Critique Meeting Process*
CPCC-PRO-MS-067, *Lessons Learned*
CPCC-PRO-QA-052, *Issues Management*
CPCC-PRO-QA-40099, *Management Observation Program*
CPCC-PRO-SH-077, *Reporting, Investigating, and Managing Health, Safety and Property/Vehicle Events*
CPCC-PRO-WKM-12115, *Work Management*

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Appendix A - Pre-Job Briefing Topic List

The following is a list of topics for consideration by the FWS for discussion during both informal and formal Pre-Job Briefings. This list should be reviewed by the FWS in preparation for conducting a Pre-Job Briefing. These topics are in addition to the required “minimum topics” identified in the body of this procedure.

Select from the following discussion topics as applicable to the work activity

- Required permits
- Critical steps/hold points/inspection points
- Prerequisites, precautions, and limitations
- Potential interfaces with other work
- Facility conditions
- Travel route, current conditions, parking options, safe driving habits, and hazards associated with driving
- Electrical safety requirements per the work instructions and DOE-0359, *Hanford Site Electrical Safety Program (HSESP)*
- If the work involves look-alike equipment, method to alert employees as to what equipment is inside or outside the scope of the work instructions
- Arc flash and shock hazard, Limited Approach Boundary, Prohibited Approach Boundary, and Restricted Approach Boundary for this work
 - PPE appropriate for this work based on the arc flash and shock hazard calculations and analyses
- Hazardous Energy controls:
 - Hazards for which lockout/tagout is creating a safe working boundary, (electrical, chemical, rotating equipment, etc.)
 - Installation of lockout/tagout – controlling organization or authorized worker lock
 - Changes to the lockout/tagout boundary during the work
 - Safe-to-Work checks
- Ready-to-Work Checks are by **direct observation**. **See examples below.** (Expectation: work team verifies absence of energy before breaching any system)
 - A “Test Before Touch” protocol for electrical work
 - System is clearly (visibly) air-gapped for Cold & Dark or Permanent Engineering Mods
 - Vents and drains are open
 - Large diameter piping may have multiple holes drilled in the pipe
 - Energy was observed “going away” when the isolation was performed (i.e., gauge went to zero or near zero, voltage dropped when breaker was opened, witnessed system blow down when vent/drain opened)

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- Special instruction steps for systems, structures, or components that are Safety Class, Safety Significant, or Important to Safety, Hoisting and Rigging, etc., that require inspection of materials for suspect/counterfeit items, special system testing or documentation, quality control inspections, etc.
- Work inside a Beryllium Controlled Area and/or Beryllium Regulated Area (required by DOE-0342, *Hanford Site Chronic Beryllium Disease Prevention Program (CBDPP)*):
 - Location & compatibility of beryllium activities that may be co-located, adjacent, or other nearby work activities
 - Worker qualifications and medical clearance to perform beryllium activities are current
 - All components of the Beryllium Work Permit (BWP) Potential beryllium upset conditions may occur and expected response actions/steps
 - Lessons learned from past beryllium evolutions
 - Revisions to the BWP shall be communicated to employees involved in the work activity covered by the BWP in a Pre-Job Briefing prior to recommencing work activities
- Radiological work instructions, Radiological Work Permit, Hazard Analysis, and ALARA documentation to verify controls are adequate to mitigate the hazards presented and discuss:
 - Specific actions or activities in the work document that will (or the potential to) create a change in radiological conditions
 - Current and anticipated radiological conditions
 - Radiological Control hold points
 - Anticipated radiological hazards and conditions of the work area and travel path due to the planned work activity
 - Housekeeping to keep contamination levels ALARA
 - If accessing areas with radiological postings (radiological buffer area, radioactive material area, contamination area, radiation area, etc.) discuss
 - Radiological Work Permit
 - Survey requirements, PPE, etc. for the area accessing
 - Expectation to consult with Radiological Controls if questions or uncertainty exists about postings and requirements
- Emergency response actions/emergency egress routes, especially if alternate egress routes or staging areas are involved or work will occur in a remote location
- Scaffold maximum intended load rating when scaffolding is used
- *Respiratory Protection Form* (Site Form A-6005-593) requirements
- Roof, platform, etc. load ratings and limitations
- Special tools or equipment

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- When discussing the work scope, consider including the current location/point in the instructions and the end or stopping point for the shift
- A designated hoisting and rigging leader is required for hoisting and rigging activities that involve more than one person and for designated critical lifts. The supervision and Pre-Job Briefing responsibilities of the designated leader are identified in DOE/RL-92-36, *Hanford Site Hoisting and Rigging Manual*
- Authorized work if a partial release
- Transportation safety controls that are located/specified in either the Shipment Checklist or shipping Compliance Matrix
- Any questions or concerns before starting work
- Recovery and retest actions to be performed by the workers
- Housekeeping during and after the job
- Specific procedure use requirements (Continuous or Reference Use):
 - Both Continuous and Reference Use require the document to be followed as written
 - If the work instructions allow, ensure that the workers understand the limits of the approved flexibility
 - Refer to CPCC-PRO-MS-589, *Central Plateau Cleanup Company Procedures*, for additional information on procedure use requirements

Human Performance Improvement Techniques

It is not necessary to specifically say/use the Human Performance Improvement (HPI) key words (e.g., SAFER, A Questioning Attitude, and Stop-When-Unsure) during the Pre-Job Briefing. The intent is to integrate the applicable components of the HPI topics into the Pre-Job Briefing discussion as they apply to the scheduled activity. CPCC-MP-MS-40403, *Human Performance Management Plan*, contains additional information on all HPI topics.

- SAFER Dialogue: DISCUSS the five key HPI questions, also called SAFER dialogue.
 - **Summarize** the critical steps
 - **Anticipate** error traps
 - **Foresee** consequences
 - **Evaluate** defenses
 - **Review** operating experience
- Stop When Unsure and A Questioning Attitude tools and concepts
 - Concept to “follow the work instructions” but to “stop when unsure”
- Stop Work authority/responsibility
- Lessons Learned: Ask if there were any lessons learned from the previous day or shift that should be shared or retained in the work record or post-job review

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- Error Precursors associated with the activity. Review the job-site conditions to determine if there are Error Precursors associated with the activity - things that make an error more likely, and how the work team will deal with them:
 - Task demands
 - Work environment
 - Individual capabilities, consider work restrictions
 - Human nature
 - Facility/project-defined error precursors